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NPIC/D-104/70

31 MAR 1970

MEMORANDUM FOR: The Record

SUBJECT : Comments [redacted] on the First-Draft Materials Submitted for their Criticism

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1. The material to which reference is made is approximately 90 pages of first-draft manuscript prepared as a result of an unexpected opportunity for use in my office of certain closely-held documents dealing with the so-called 'NPIC Problem' of 1965-67. It is a calculated and limited digression from scheduled work on the early years done in an effort a) to capture some of the thoughts generated by the windfall materials and b) to present a sample of work and elicit some guidance from those in charge of the Agency historical program. Both objectives were substantially realized.

2. The most important criticism was that I should summarize less fully and get farther from the documents. [redacted] suggested orienting the entire discussion concerning the 'NPIC Problem' around a half dozen or so major topics. These comments are extremely helpful because they indicate to me that I need not keep too close to the sources either in presenting the facts or in selecting the ones judged by me to be pertinent.

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3. Such an approach will, of course, permit tighter writing and a less voluminous treatment. At the same time, both [redacted] indicated that they expect considerably more detail on some of the major points. This will, as they suggest, involve considerable interviewing. I have made no attempt yet to get any revision of due dates, but what they propose can only be accomplished by a significant increase in the time needed to do the job. Rather than seeming to complain at the outset, I think it best to test it out on the section on which I am now working and discuss it with them later in the light of experience. We should then be able to consider intelligently what trade-offs they wish to make in order to maintain whatever schedule they deem mandatory.

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4. Among more specific points discussed were the following. [redacted] suggested that the IG recommendations of June 1965 might be put in an annex. This sounds like a good solution to the problem. According to this proposal, only selected recommendations -- those applying to major topics within the broader 'NPIC Problem' -- would be mentioned and summarized in the main body of the text. Both [redacted] were very

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much interested in my finding out who in the DDI's office, during the [ ] days, was supposed to have been riding herd on NPIC. [ ] observed that [ ] was primarily a substantive man, with substantive interests. They were also interested in finding out who drafted the memo of 24 August 1965 dealing with the "NPIC Problem" for [ ] signature. With respect to the assignment of certain projects that were national in character (like those in support of natural estimates) to PID rather than PAG, [ ] suggested that I talk to [ ] and others to learn what they knew of the reasons for doing so.

5. In connection with work not yet attempted by me, both [ ] wanted me to be sure to bring out problems of community relations when I get into the JIIRG story. Incidentally, this matter of interrelationships between facets of Center history and those of other parts of the Agency and the U.S. Government is one in which [ ] seems very much intrigued. He said he sees Agency history as a patchwork quilt rather than a seamless and uniform piece of fabric. He is ready to pounce on anything that fills one of the voids or ties in with another part of Agency history. In the same vein, they both expressed the hope that in those chapters of the history leading up to the "NPIC Problem" of 1965-1967, the emergence of the problem and the factors contributing to it would be fully developed so as to set the stage for the later discussion. [ ] also spoke of a collection of documents assembled by [ ] and dealing with the DDI area. He suggested that I see Paul about them.

6. [ ] had a suggestion for a major theme in the earlier years, namely, the impact of photo reconnaissance on collection methods and operations. He pointed out that prior to the advent of fairly complete and current photo coverage, the Community had depended very largely on human resources. This seems like a great idea.

7. Only one of the many provocative words that I used in the draft was challenged. [ ] questioned my use of the phrase, PID-PAG "mess". He asked if any authority had used the term and, if not, whether or not it could be justified. We discussed in some detail the implications of the PID-PAG organizational arrangement on people, procedures and products. I think he was left with the feeling that it was justified, but I consider this a minor issue anyway. Any word that seems offensive or abrasive can be changed.

8. [ ] seemed pleased with the general character of the sample. He said he found it interesting, vigorous, and powerful. He spoke frankly

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of his preference for this approach rather than the chronicling of accomplished facts as presented in some of the other contributions. He is looking forward with relish to further inputs from NPIC.

[redacted]  
Historical Officer  
National Photographic Interpretation Center

Distribution:

Original & 1 - NPIC/ODIR  
2 - NPIC Historical Officer

25X1 NPIC/ODIR [redacted]

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